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ABSTRACT

The Sports Institute for Research Through Change Agent Research (SIR/CAR) provides a service whereby organizations through an audit and feedback system prognosticate and identify problems in order to avoid situations discordant with their organizational goals and objectives. This document reports the organizational crisis that faced the Windsor Minor Hockey Association, Ontario, Canada, and the assistance it received from SIR/CAR. The hockey association seemed to be at cross purposes to its avowed goals. The organization was structured as a professional organization although its goals of participation and enjoyment were consistent with those of an amateur sports organization. SIR/CAR guided the hockey association into a looser structure with a decreased emphasis on winning and increased emphasis on participation. Guidelines were established that reflected the enjoyment and gratification needs of an amateur sports organization. The implications of this restructuring are that if a organization aspires to maintain the avowed goals of an amateur sports program, it must structurally remain within the prescribed guidelines and regulations for an amateur sports group; otherwise conflict and eventually crisis will appear. (MM)

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CRISIS IN AMATEUR SPORTS ORGANIZATIONS VIEWED BY CHANGE AGENT RESEARCH (CAR).

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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Address to the International Congress of Physical Activity Sciences 1976, Inc.

Quebec City, Quebec, Canada
July 12, 1976

SP010 474

Crisis in Amateur Sports Organizations Viewed by Change Agent Research (CAR)

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University of Windsor

Most people involved in sport/athletics are no longer burdened with the question of whether or not change should be implemented. These times of rapid social change now dictate that man must be prepared to intervene in meaningful and directive ways. Many amateur sports organizations are being subjected to this change process. Most, unable to cope, and seemingly with no one to turn to for consultation, self destruct. The Windsor Minor Hockey Association (WMHA) in Windsor, Ontario, Canada encountered such a crisis and turned to the Sports Institute for Research/Change Agent Research (SIR/CAR) for assistance.

What was this crisis that faced the WMHA? Their organizational structure seemed to be at cross purposes to their avowed (espoused) goals. Their organization was designed to accomodate and sanction records of standing, leading scorers, championship playoffs, allstar teams and trophies for winning performances. This type of structure interfered with and redirected the organization's avowed goals of participation and enjoyment.

Recognizing these patterns of conflict as a crisis situation was the WMHA's first step on the road to self preservation. Why did

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1 These authors gratefully acknowledge the Ministry of Education, Ontario, Canada Council, and National Centre for Sport and Recreation who have, through their support, made this presentation possible.

they turn to SIR/CAR for assistance? Probably because SIR/CAR's purpose is not to talk about what is good or what is bad for an organization, but to talk about what is effective and efficient; and most certainly because the SIR/CAR task force was willing and capable to help.

SIR/CAR's basic tenet is that not only should the theoretician serve the practitioner but that the practitioner should serve the theoretician. Too often negotiations are made through a middleman. Recognizing the inevitability of distortions and misperceptions, SIR/CAR seeks to reduce the number of steps in a communication hierarchy. SIR/CAR assembles a task force made up of theoreticians (from multi-disciplinary backgrounds) and practitioners (with multivariate talents); and excludes the middleman step (usually the weak link in the chain).

Utilizing the Critical Path Method (CPM) for CAR (Chart I) an analysis of the WMHA was made.

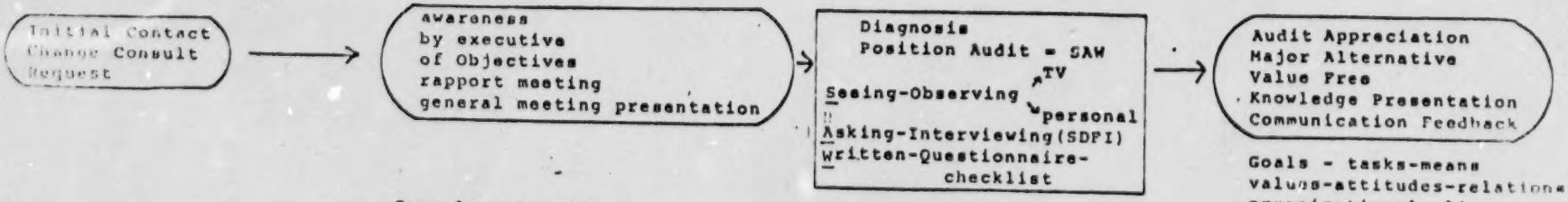
The basic goal of this analysis is to look at the organization from a holistic perspective and develop change agents within the organization who would be capable of handling future crises.

In the interests of time and novelty, this presentation will focus upon the Seeing aspect of the CPM model. A Seeing project team analyzes Behavior by using Porta-Pak T.V., 35 mm slides, Super 8 film (and occasionally 16 mm) and a personal observation team who record Behaviour utilizing the Faces Projection Behavioural Attitude

CHART I

CPM - Critical Path Method for CAR

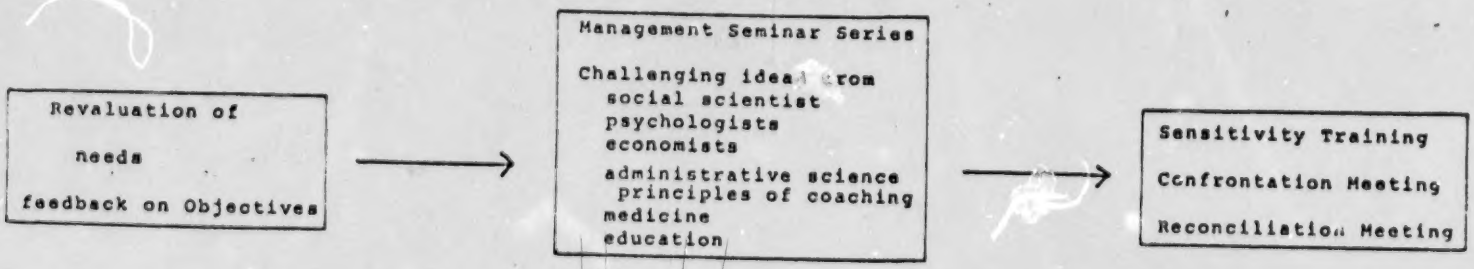
Phase I - Organizational Audit and Communication Feedback



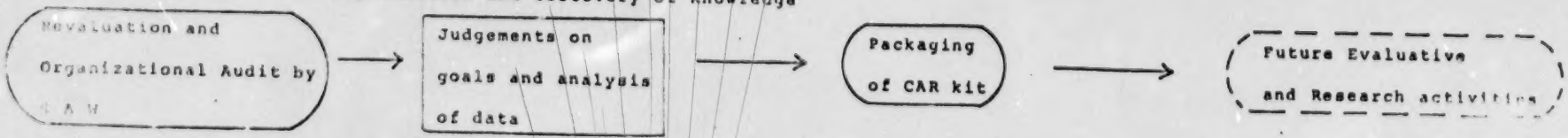
Consultee location

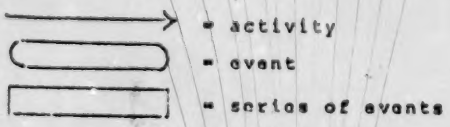
at Consultant Research location

Phase II - Dissemination of Knowledge - Treatment and Consultation



Phase III - Reaudit of Organization and Discovery of Knowledge





Scale and the Social Conflict/Co-operation Scale.

Presented in Chart 2 are the findings of the personal observation team with respect to the nite level (6-9 yrs.) coaches, players and managers in WMH.

The data support the hypothesis that the differences involved in the use of either a highly organized "standings" (S) structure versus a minimally organized "no standings" (NS) structure have a significant effect on the effectiveness and efficiency of this amateur sports organization. Specifically the sample "S" did exhibit a significantly greater degree of negative emotional reaction (sadness) than did sample "NS".

Based on our own assumption that emotional reactions elicited by an individual are directly proportional to the significance they attach to it, we conclude that the "S" sample is more ego-involved in its task. In the Sherif and Hovland tradition we know that persons highly ego-involved in an issue act in more discriminating ways (ie., tend to perceive things in terms of black and white); while those less ego-involved in an issue are more relaxed in their judgements. Our data indicate the amount of disappointment for the "S" sample was significantly different (ie., varied greatly). The high degree of organization imposed on this group resulted in highly conflicted emotional instability.

Many amateur sports organizations face crises with respect to financing or at the technical skills level. What often is ignored

CHART 2 - MANN WHITNEY U STATISTIC FOR PERSONAL OBSERVATION DATA.

Hø	Us observed	Us tabled at .05	Decisions
No standings = Standings			
1. Sad	58	50	Reject *
2. Glad	32	50	N.S.
3. Plain	34.5	50	N.S.
No standings = Standings win win			
1. Sad	9	10	N.S.
2. Glad	8	10	N.S.
3. Plain	6	10	N.S.
No standings = standings lose lose			
1. Sad	9	10	N.S.
2. Glad	9	10	N.S.
3. Plain	8	10	N.S.
No standings = standings win lose			
1. Sad	9	10	N.S.
2. Glad	9	10	N.S.
3. Plain	9	10	N.S.
No standings = standings lose win			
1. Sad	9	10	N.S.
2. Glad	9	10	N.S.
3 Plain	9	10	N.S.

* significant at p .05

N.S. = not significant.

is that the organizational structure may dictate the types of behaviours that will be exhibited. If the organization is highly structured (as seen in the "S" sample), there are strong demands and rewards for winning performances and the guidelines reflect those set by professional athletic business organizations (such as the National Hockey League) the most effective and efficient modes of behaviour will be intensely competitive and emotionally volatile. When the organization is less structured (as seen in the "NS" sample), with a decreased emphasis on winning, an increased emphasis on participation and guidelines that reflect those of amateur sports organizations the most effective and efficient modes of behaviour will be enjoyment and gratification.

The implications here are that if an organization aspires to maintain the avowed goals of an amateur sports program, it must structurally remain within the prescribed guidelines and regulations, otherwise conflict and eventually crisis will appear. SIR/CAR provides a service whereby organizations, through an audit and feedback system, prognosticate and identify problems, thereby avoiding discordant situations.

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